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Family Capital for Business Resilience during the COVID-19 Crisis

Dian Novita[1,2*], Tanti Handriana[1], Wulan Purnamasari[1,3]

[1] Universitas Airlangga, Department of Management, Faculty of Economics & Business, Surabaya, Indonesia.
[2] Universitas Teknokrat Indonesia, Department of Management, Faculty of Economics & Business,Bandar Lampung, Indonesia.
[3] Universitas Maarif Hasyim Latif, Department of Management, Faculty of Economics & Business, Sidoarjo, Indonesia.

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Abstract Family firms are often regarded as more resilient than non-family firms, yet little is known about how this resilience develops from family-specific resources, particularly in emerging economies. This study explores how family capital—human, social, and financial—helped Indonesian family firms navigate the challenges of the COVID-19 crisis. Drawing on a multiple case study of four family-owned SMEs, we adopted an abductive approach, combining in-depth interviews with secondary data to build theory from context. The findings show that human capital, such as intergenerational learning and role flexibility, enabled firms to adapt quickly, while social capital, built on trust and long-term relationships, supported continuity and renewal. Financial capital acted as a buffer but was less central than expected. Overall, resilience emerged not from individual resources but from the interaction of these capitals. The study contributes to theory by reframing resilience as a relational capability embedded in family and cultural context, rather than as a static firm attribute. For practice and policy, the study highlights the importance of strengthening family members' commitment, intergenerational skills, and relational networks, while deploying financial capital strategically to ensure continuity.

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PALABRAS CLAVE
Resiliencia empresarial, Empresas familiares, Capital familiar, Capital social, Economía emergente

El Capital Familiar como Fuente de Resiliencia Empresarial durante la Crisis del COVID-19

Resumen Las empresas familiares suelen considerarse más resilientes que las empresas no familiares, pero se sabe poco sobre cómo se desarrolla esta resiliencia a partir de los recursos específicos de la familia, especialmente en las economías emergentes. Este estudio analiza cómo el capital familiar —humano, social y financiero— ayudó a las empresas familiares indonesias a superar los retos de la crisis del COVID-19. Basándonos en un estudio de múltiples casos de cuatro pymes familiares, adoptamos un enfoque abductivo, combinando entrevistas en profundidad con datos secundarios para construir una teoría a partir del contexto. Los resultados muestran que el capital humano, como el aprendizaje intergeneracional y la flexibilidad de funciones, permitió a las empresas adaptarse rápidamente, mientras que el capital social, basado en la confianza y las relaciones a largo plazo, apoyó la continuidad y la renovación. El capital financiero actuó como amortiguador, pero fue menos importante de lo esperado. En general, la resiliencia no surgió de los recursos individuales, sino de la interacción de estos capitales. El estudio contribuye a la teoría al replantear la resiliencia como una capacidad relacional integrada en el contexto familiar y cultural, en lugar de como un atributo estático de la empresa. En cuanto a la práctica y las políticas, el estudio destaca la importancia de reforzar el compromiso de los miembros de la familia, las habilidades intergeneracionales y las redes relacionales, al tiempo que se despliega el capital financiero de forma estratégica para garantizar la continuidad.

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**Corresponding author:*
E-mail: dian.novita-2022@feb.unair.ac.id
Universitas Airlangga,Economics and Business Faculty, Campus B. Jl. Airlangga 4-6. Surabaya, Indonesia

1. Introduction

Family firms play crucial role in the global economy, contributing significantly to employment, innovation, and economic growth. In Indonesia, family firms account for approximately 95% of enterprises and contribute 82.44% to the country's gross domestic product (GDP) (Prayogo *et al.*, 2020). As the backbone of the private sector, these firms not only generate income but also preserve social and cultural values through traditions passed down across generations. Their deep roots in local communities make them essential to both economic and social stability.

The COVID-19 crisis created an unprecedented crisis for businesses worldwide, disrupting supply chains, constraining mobility, and reducing demand. In Indonesia, the pandemic had a disproportionate impact on small and medium-sized enterprises (SMEs), especially family-owned businesses. Government-imposed lockdowns, restrictions on public gatherings, and limitations on business activities led to declines in sales, widespread order cancellations, and severe operational challenges. According to the Ministry of Cooperatives and SMEs (2021), about 53,7% of Indonesian SMEs experienced a drop in revenue exceeding 50% during the first year of the pandemic (Kementerian Koperasi dan UKM, 2021). Family firms, which rely heavily on personal networks and often have limited access to external finance, were particularly vulnerable. Yet, many demonstrated remarkable capacity to adapt, sustain operations, and recover showing what is often referred to as *family firms resilience*.

Family firms resilience as a capability refers to the dynamic ability of family-owned firms to anticipate, adapt, and recover from external shocks while maintaining their core functions and values (Duchek, 2020). While the broader literature on family firms *resilience* is extensive, fewer studies have examined resilience specifically within the family firms context, where unique resource configurations such as *family capital* may play a decisive role. Family capital, encompassing human, social, and financial resources embedded in the family-business system, has been argued to influence how firms respond to crises (Danes *et al.*, 2009; Mzid *et al.*, 2019). However, the interplay between these capitals in shaping family firms resilience remains underexplored, particularly in emerging economies such as Indonesia

To examine family firms resilience, this study relies on the family capital framework, as highlighted by Mzid et al. (2019). This approach focuses on how human, social, and financial capital interact to enable resilience capabilities. By anchoring this research in the context of Indonesian family firms during the COVID-19 crisis, we aim to provide insights into how different forms of family capital influence the ability of businesses to adapt, renew, and maintain continuity during crises. The research questions guiding this study are as follows. Specifically, the study addresses the following research questions:

1. How does family capital (human, social, and financial) contribute to the family firms resilience of family firms during crises?
2. Which aspects of family capital should family firms strengthen to enhance resilience against future crises?

The subsequent sections of this article are organized as follows: Section 2 examines the literature about family firms resiliency and family capital. Section 3 delineates the research methodology, encompassing the case study technique and the data collection process. Section 4 delineates the findings, succeeded by a discourse on their consequences in Section 5. Ultimately, Section 6 culminates in recommendations for subsequent research and practice.

2. Literature Review

2.1. Resilience as a Capability

Resilience in the business context has increasingly been understood as a dynamic capability an organization's ability to anticipate, respond, and adapt effectively to disruptions while sustaining long-term viability (Duchek, 2020). This perspective emphasizes that resilience is not a static trait but a capability developed through organizational processes, resources, and learning. In the case of family firms, resilience often involves balancing the preservation of core values with the flexibility to innovate in response to environmental changes.

Scholars highlight that family firms resilience typically encompasses three interrelated components: **adaptive capacity** (the ability to adjust strategies and operations in response to change), **strategic renewal** (continuous transformation and innovation), and **appropriation capacity** (leveraging existing resources to maintain market position during crises) (Hadjielias *et al.*, 2022). While these dimensions apply broadly to organizations, family firms exhibit distinct patterns due to their intertwined family and business systems in response to environmental changes**.**

Recent studies conducted after the COVID-19 crisis have deepened understanding of how family firms build resilience. Harriott (2024) and Sandoval-Díaz *et al.* (2023) found that post-pandemic resilience often depended on generational collaboration, with older family members contributing crisis management experience and younger members driving digital adoption. Family-owned SMEs leveraged trust-based stakeholder relationships to secure resources quickly during the pandemic (Rahim *et al.*, 2024). These insights suggest that resilience in family firms is closely tied to the unique resources and relationships embedded in the family firms structure. In a European context, Diaz-Moriana *et al.* (2022) found that family involvement shaped how SMEs adapted their resilience strategies during the COVID-19 crisis, suggesting that the role of family capital in resilience is not only context-dependent but also dynamic.

2.2. Family Capital Framework

Family capital refers to the bundle of human, social, and financial resources embedded in the family-business system that can be mobilized to achieve business goals (Danes *et al.*, 2009; Mzid *et al.*, 2019).

(1) Human Capital

Human capital denotes the talents, knowledge, experience, and leadership abilities that individuals provide to a family firm (Becker, 1964). In family enterprises, human capital is developed via intergenerational learning, formal education, and mentorship (Salvato & Melin, 2008) emphasize that long-term commitment, skill transfer, and entrepreneurial focus augment the adaptive potential of family firms. Furthermore, robust human capital facilitates efficient decision-making and leadership succession planning, both essential for resilience (Danes *et al.*, 2009).

(2) Social Capital

Trust, networks, and relational ties within and beyond the family firm are essential in sustaining business continuity. Pearson *et al.* (2008) define social capital in family firms as encompassing structural, cognitive, and relational dimensions, which facilitate collaboration and knowledge sharing. Robust social capital enables firms to mobilize resources, build alliances, and access external support during crises (Sharma, 2008).

(3) Financial Capital

Although many family firms struggle to secure sufficient finance from external funding, those with well-structured financial management systems demonstrate more resilience. Danes *et al.* (2009) argue that the ability of a family firm to weather economic downturns is strengthened by diversification of financial resources and conservative fiscal strategies.

The interaction of these capitals can strengthen a firm's ability to withstand shocks, reallocate resources, and adopt adaptive strategies for long-term sustainability (Carrasco-Hernández & Jiménez-Jiménez, 2016).

2.3. Linking Family Capital and Resilience

The literature suggests that family capital serves as a foundation for developing resilience in family firms. Human capital supports adaptive capacity through strategic leadership and skills development; social capital underpins strategic renewal by opening channels for innovation and external collaboration; financial capital sustains appropriation capacity by enabling continued operations during downturns. For example, Aldrich and Cliff (2003) argue that social capital facilitates human capital development by providing access to new knowledge and opportunities. This interaction can be especially valuable during crises, when firms must quickly re-skill, innovate, and reorganize. Similarly, bridging social capital connections beyond the family can introduce external resources and market opportunities that enhance resilience. Yet, as Lorenzo-Gomez (2020) pointed out, the very same family attributes that provide strength can also become obstacles; emotional attachment and resistance to change often limit how quickly family firms can adapt in times of crisis.

2.4. Addressing The Research Gaps

Despite the fact that resilience has been extensively researched limited research examines how the interplay of family capital shapes resilience in emerging economies. Existing studies often analyse resilience separately from its resource base, overlooking the synergies between different forms of capital. Furthermore, empirical work on Indonesian family firms during crises is scarce, despite their dominance in the national economy. Dyer (2022) emphasized that ensuring the long-term future of family firms depends on building resilience capabilities that can be transferred across generations, a point that reinforces the relevance of examining how these processes unfold in emerging economies like Indonesia.

By framing resilience as a capability grounded in the family capital framework, this study addresses these gaps. It contributes to theory by clarifying the specific roles of human, social, and financial capital in resilience development and offers context-specific insights from Indonesian family firms navigating the COVID-19 crisis.

3. Methods

3.1 Research Design and Data Collection

This study adopts an **abductive multiple case study** design (Eisenhardt, 1991; Yin, 2003), which combines theoretical insights from prior literature with emerging patterns from empirical data. Abduction was chosen over a purely inductive approach because the research builds on established frameworks, specifically the family capital perspective (Danes *et al.*, 2009; Mzid *et al.*, 2019) while extending understanding of family firms resilience as a capability in the Indonesian context. This approach allows for iterative movement between theory and data, refining existing concepts in light of new empirical evidence (Steiner Saetre & Van de Ven, 2021).

3.2. Case Selection and Sample Characterization

Using purposive sampling, four family-run SMEs from East Java, Indonesia, were chosen. Firm longevity, direct family engagement in management, and proof of survival or adaptability throughout the epidemic were among the selection criteria. The companies represented a variety of industries, including food and beverage, apparel manufacture, catering, and wedding planning.

Initially, local SME directories and referrals from business networks were used to generate a larger list of possible situations. After eight companies were contacted, four were chosen based on their willingness to participate and the availability of data. The industrial profiles and features of the chosen examples, such as years of operation, staff size, and family member roles, are described in depth in Tables 1 and 2.

Table 1. Sample Description

Industry	Description
Wedding Organizer (Case A)	A family-run wedding organizer business that provides event planning and coordination services. The pandemic severely affected operations due to restrictions on gatherings, leading to widespread cancellations and financial losses. The firm relied primarily on family members, who adapted by retraining for digital services such as online wedding invitations..
Catering Services (Case B)	A family-owned catering business providing food and beverage services for events and gatherings. During the pandemic, the firm faced severe order cancellations due to restrictions on public gatherings, resulting in income losses of around 40% compared to pre-pandemic levels. Family members played central roles in operations and finance, enabling flexible adjustments to workforce arrangements.
Food & Beverages (Case C)	A small family-operated food and beverage company producing ready-to-eat meals. Despite the decline in offline sales during the pandemic, the owners maintained staff and pivoted to digital marketing and online sales channels. Family involvement was central, with members taking on additional responsibilities and even forgoing personal income to sustain operations.
Textiles manufacturing (Case D)	A family-owned textile and apparel manufacturer producing uniforms and clothing. The pandemic caused severe disruptions, including cancelled export orders and reduced domestic demand, leading to a 50% decline in sales. Family members directly managed production, marketing, and finances, accepting reduced pay and taking on extra tasks to maintain business continuity.

Source :Authors (2023)

Table 2. Sample Profiles

Case	Year Established	No. of Employees	Industry	Family Members Involved	Roles of Family Members	Reason for Industry Inclusion
Case A	2015	3	Wedding Organizer	2	Owner, Event Manager	Sector heavily impacted by gathering restrictions
Case B	2011	5	Catering Services	3	Owner, Operations Manager, Finance Officer	Faced severe order cancellations during restrictions
Case C	2018	2	Food & Beverage	2	Owner, Production Manager	Essential goods sector able to pivot to online sales
Case D	2019	5	Textile Manufacturing	3	Owner, Production Supervisor, Marketing Lead	Experienced export cancellations and domestic demand drop

Source :Authors (2023)

3.3. Data Collection

Data were collected through semi-structured, face-to-face interviews conducted between 5 and 10 November 2023 in Sidoarjo, East Java. Interviews lasted between 15 and 25 minutes and were conducted in Indonesian, then transcribed and translated into English. Key questions included:

1. How did your business adapt to the COVID-19 crisis?
2. What role did family members play in sustaining the business?
3. How did family involvement influence decision-making during the crisis?

To enhance validity, multiple sources of evidence were used, including field notes, company documents, and direct observation during site visits.

3.4. Data Analysis

All interviews were transcribed verbatim, reviewed multiple times, and coded using thematic analysis with an abductive approach (Gehman *et al.*, 2018). Initial codes were derived from both the literature on resilience and family capital, as well as from emerging insights in the data. Codes were iteratively refined through discussion among the research team, ensuring both theoretical alignment and empirical grounding.
Following individual case coding, a cross-case comparison was conducted to identify common and contrasting patterns across the four firms. Themes were then mapped onto the family capital framework to explain how human, social, and financial capital contributed to resilience.

Table 3. Family Firms Performance

Case	Sales (%) before pandemic (2019-2020)	Sales (%) in pandemic (2020-2021)	Sales (%) after pandemic (2021-2022)
Case A	80	40	70
Case B	85	45	75
Case C	90	70	95
Case D	70	50	60

Source:Authors (2023)

Table 4. Coding of The Data

Variables	Items	Sources
Human Capital	Firm owner education Weekly hours works Owner's experience Owner's knowledge Energy Value and believe, commitment	(Danes *et al.*, 2009; Ayala & Manzano, 2010)
Social Capital	Goodwill, trust and confidence family members or their firms	(Danes & Brewton, 2012)
Financial Capital	Money, credit, assets Action undertaken,	(Danes *et al.*, 2008)
Family Firms Resilience	implement new strategic orientation, capitalized on difficulties faces.	(Danes *et al.*, 2008)

Source:Mzid *et al.* (2019)

4. Findings

4.1. Resilience in Indonesia Family firms

This section presents the key findings from the four case studies, highlighting how human, social, and financial capital contributed to the resilience of Indonesian family firms during the COVID-19 crisis. Each case illustrates specific ways in which family resources were mobilized to adapt, sustain operations, and recover from the disruption.

4.2. Human Capital Resilience

Human capital emerged as a central driver of resilience, particularly through the willingness of family members to make personal sacrifices, adapt roles, and acquire new skills.

Case A

When large gatherings were banned, Indo WO reduced its workforce to core family members who accepted irregular pay and engaged in retraining for digital services such as online wedding invitations.

"During the pandemic, we relied only on family members who best understood the situation, while temporarily laying off non-family employees."

Case B

The firm temporarily reduced staff without formal layoffs, retaining family members who could be rehired quickly once demand returned.

"*Since it's a family firm, most staff were relatives, so we could adjust work arrangements without formal terminations.*"

Case C
The owners chose not to reduce staff, instead providing digital marketing training to reach customers online.

"*It is our own business, so as the manager and owner I even worked without pay during the pandemic. The most important thing was to keep the business running.*"

Case D
Production was scaled down, but remaining staff primarily family members accepted reduced pay without bonuses.

"*They understood the situation was difficult and were willing to do extra work for reduced pay.*"

4.3. Social Capital and Family Resilience
Social capital was equally critical, enabling firms to maintain customer loyalty, secure supplier flexibility, and leverage personal networks.

Case A
Strong vendor relationships provided flexibility on service terms, and loyal customers recommended the firm to new clients.

"*Good connections with vendors and customers gave us some work, even if small-scale.*"

Case B
Customer satisfaction from previous events generated word-of-mouth orders, even for smaller-scale gatherings.

"*Satisfied customers recommended us, which helped during the downturn.*"

Case C
Close coordination among family members and positive customer relationships supported sales through online channels.

"We supported each other and spent extra time finding solutions to boost sales."

Case D
Regular corporate clients continued to place uniform orders, providing a baseline income.

"*Our loyal customers kept ordering uniforms, which kept us going.*"

4.4. Financial Capital and Family Resilience
While important, financial capital played a supplementary role compared to human and social capital.

Case A
Limited reserves meant the business relied more on social and human capital than direct financial injections.

"We didn't have strong financial capital, so we depended on other resources."

Case B
The firm received financial support from suppliers and bank credit, alongside personal funds.

"Suppliers gave us extended payment terms, which helped us survive."

Case C
The owner forwent personal income to keep operations running.

"*During the pandemic, I set aside my personal income so that all available funds could be used to cover the business expenses.*"

Case D
Family members contributed funds when needed, and suppliers offered payment flexibility.

"Some suppliers helped us through payment delays."

4.5. Summary Findings

Tables 5 and 6 summarize how each form of family capital contributed to family firms' resilience across the four cases. Table 5 links each type of capital to resilience dimensions adaptive capacity, strategic renewal, and appropriation capacity while Table 6 presents selected respondent quotations, labeled by case.

Table 5. The Role of Family Capital in Resilience Across cases

Family capital	Adaptive capacity	Strategic Renewal	Appropriation Capacity
Human Capital	Family members working without pay during crises	Training in digital literacy	Learning from past crises to improve management strategies
Social capital	Strong family and community networks	Long-term partnerships with suppliers and customers	Trust-based relationships aiding long-term sustainability
Financial capital	Reliance on internal family funds	Limited investment in new strategies	Seeking external financial support during crises

Source:Authors (2023)

Table 6. Key Quotation From respondents

Theme	Direct Quote	Case
Human Capital	*“We trained our employees in digital skills so they could offer products that customers needed during the pandemic.”*	Case A
Social Capital	*“Because of the trust and solidarity among us as family members, we could keep the business going. That trust was our valuable capital.”*	Case B
Financial Capital	*“We managed our limited funds very carefully, prioritizing raw materials and operational costs so the business could keep running.”*	Case C
Human Capital	*“Fortunately, this is a family firms, so the remaining employees were family members who took on extra tasks without bonuses, showing their responsibility and commitment during the crisis.”*	Case D

Source: Authors (2023)

5. Discussion

This study set out to examine how family capital human, social, and financial contributes to the resilience of Indonesian family firms during the COVID-19 crisis. The findings confirm prior research that resilience is not a static trait but a capability shaped by available resources and adaptive processes (Duchek, 2020; Hadjielias *et al.*, 2022). At the same time, the evidence reveals nuanced ways in which family capital interacts to sustain business continuity under extreme disruption.

5.1 Human Capital as Foundation of Resilience. Across all four cases, human capital emerged as the most critical enabler of resilience. Family members’ willingness to make personal sacrifices, assume flexible roles, and acquire new skills provided firms with adaptive capacity to withstand the shock. This aligns with Salvato & Melin (2008) who emphasize intergenerational learning as a driver of continuity, but extends the literature by showing how such learning also facilitates rapid reskilling during crisis conditions, As summarized in Table 7. In this sense, human capital underpinned the “anticipation and adaptation” stages of resilience (Duchek, 2020).

5.2 Social Capital as amplifier of resilience. Social capital strengthened firms’ ability to sustain operations by leveraging trust-based relationships with customers, suppliers, and community networks. Consistent with Pearson *et al.* (2008), relational ties functioned as an informal safety net, reducing transaction costs and providing flexible terms during the downturn. Our cases demonstrate that social capital not only preserved existing relationships but also generated new opportunities, such as referrals from satisfied customers, as depicted in Table 7. Thus, social capital acted as an amplifier, enhancing the effectiveness of human capital and bridging resource gaps.

5.3 Financial Capital as a supplementary buffer. Although important, financial capital was less decisive than human and social capital. This contrasts with resource-based perspectives that place financial resources at the core of firm survival. In Indonesian family firms, conservative fiscal practices and limited reserves meant that financial capital primarily functioned as a buffer, enabling appropriation capacity rather than driving strategic renewal. This finding resonates with Danes *et al.* (2009) but highlights the need to re-conceptualize financial capital in emerging economy contexts as a supporting, rather than leading, resilience driver. As summarized in Table 7, how financial capital provided a stabilization but limited role across cased.

Table 7. Comparison with Prior Research

Findings	Supports Prior Research	New Contributions
Human capital (leadership adaptability & intergenerational knowledge)	Salvato and Melin, (2008) Role of human capital in decision-making	Expands on intergenerational crisis management and digital skills transfer
Social capital (trust-based networks & supplier relationships)	Pearson *et al.* (2008) Social capital perspective on familiness	Highlights informal safety net. providing flexible terms during crisis and generated referral.
Financial capital constraints & resourcefulness	Danes *et al.* (2009) Financial strategies in family firms	Shows reliance on self-financing over external financial aid in crises

Source: Authors (2023)

5.4. The Interaction of Capitals in Shaping family firms Resilience

The findings illustrate that family firms' resilience are not the product of a single type of capital but the *interaction* of all three. Human capital enabled families to reconfigure roles, social capital provided external support and trust, while financial capital offered minimum liquidity to sustain operations. As depicted in Table 8. This synergy confirms Aldrich and Cliff (2003) argument that capitals reinforce each other, but our study extends this by mapping these interactions directly to resilience dimensions adaptive capacity, strategic renewal, and appropriation capacity.

5.5. Contextual Contribution: Indonesia is An Emerging Country

A distinctive insight from this research is the role of context. In Indonesia, where access to external finance is limited and informal ties remain central to business operations, family resilience relies heavily on human and social resources. This reflects the broader cultural emphasis on collectivism, where family solidarity and community trust are prioritized over individual gain. As such, the Indonesian context highlights resilience as a socially embedded capability, shaped not only by firm-level resources but also by relational and cultural norms. This adds to recent calls for more context-sensitive studies of family firms resilience in non-Western economies (Krueger *et al.*, 2021).

Table 8. Cross-Case Comparison of Family Capital Contributions to Resilience

Family Capital type	Case (A) Indo WO	Case B Indo Catering	Case C Indo Food	Case D Indotex
Human Capital	Knowledge transfer, digital skills adoption	Leadership adaptation, strategic cost-cutting	Multi-generational crisis management	Entrepreneurial agility
Social Capital	Family teamwork, supplier relationships	Community support, supplier credit flexibility	Strong business networks	Customer trust, flexible partnerships
Financial Capital	Self-financing, reduced expenses	Cost-saving strategies, extended family loans	Personal savings, lean business model	Diversified revenue streams

Source: Authors (2023)

6. Conclusion

This study explored how family capital human, social, and financial shapes the resilience of Indonesian family firms during the COVID-19 crisis The findings indicate that human and social capital were the primary drivers of resilience, while financial capital was important but often insufficient on its own. The strong interpersonal trust, adaptability, and intergenerational knowledge transfer within family firms helped businesses navigate the uncertainties of the COVID-19 crisis more effectively than purely financial resources. Through multiple case analysis, the findings reveal that resilience is not an inherent trait but a dynamic capability enabled by the interaction of family resources and contextual conditions.

6.1. Theoretical Contributions

This research extends resilience literature by mapping how distinct forms of family capital underpin resilience dimensions. Human capital provided the foundation for adaptive capacity through role flexibility and intergenerational learning. Social capital amplified resilience by leveraging trust-based networks for continuity and strategic renewal. Financial capital functioned primarily as a supplementary buffer, ensuring appropriation capacity but less central than in non-family contexts.

Taken together, the findings show that resilience in family firms is best understood as a capability emerging from the interaction of human, social, and financial capital. Unlike prior studies that emphasize financial resources as the foundation of resilience (Danes *et al.*, 2008), this study shows that human and social capital are more decisive, with resilience emerging from their interaction rather than from financial strength alone. By highlighting these synergies, the study not only contextualizes Duchek's (2020) resilience framework within emerging economies but also reframes resilience from a static firm attribute into a relational capability embedded in the family and its cultural context, thereby advancing our understanding of how familiness translates into resilience.

6.2. Practical Implications

For family firms owners and managers, the findings highlight that resilience does not primarily depend on financial strength, as often assumed, but on the ability to mobilize human and social capital. Continuous learning, skill development, and intergenerational knowledge transfer are vital for adaptive responses to crises. Likewise, nurturing trust-based relationships with stakeholders can provide critical buffers during disruption. While financial capital remains necessary, it should be viewed as complementary rather than central. Unlike conventional approaches that prioritize liquidity, managers should focus on cultivating family members' commitment and building strong relational networks as the true drivers of long-term resilience.

6.3. Policy implications

For policymakers, the study emphasizes that strengthening family firms resilience requires more than financial assistance. While flexible credit schemes and crisis-support funds remain important, resilience in family firms is primarily enabled by human and social capital. Programs that facilitate capacity building, digital skill training, and intergenerational knowledge transfer can enhance human capital, while supporting local business associations and cooperatives can reinforce social capital by fostering trust-based resource exchange. Unlike conventional policy approaches that prioritize financial aid, a more balanced strategy that integrates financial, human, and social support will better ensure the continuity and sustainability of family firms in emerging economies

6.4. Limitations and future research

The study is limited by its qualitative, multiple-case design, which restricts generalizability. Future research could employ quantitative approaches to test the interaction of capitals across larger samples and multiple contexts. Moreover, resilience should be explored longitudinally to capture how family firms sustain adaptive capacity beyond crisis conditions. Comparative studies across cultures would further illuminate the role of collectivism and institutional environments in shaping resilience. Such studies would clarify whether the prominence of human and social capital, observed here in the Indonesian context, holds true in other emerging or developed economies.

Author contribution statement

Dian Novita: Conceptualization, Methodology, Investigation, Data Curation, Writing – Original Draft, Funding Acquisition.
Tanti Handriana: Validation, Writing – Review & Editing, Supervision.
Wulan Purnamasari: Resources, Project Administration, Writing – Review & Editing, Funding Acquisition.

Conflict of interest statement

The authors declare no conflict of interest.

Ethical statement

The authors confirm that data collection for this research was conducted anonymously, and participants could not be identified.

Declaration on the use of generative AI in the writing process

Generative AI (ChatGPT, developed by OpenAI) was used only to improve the language and readability of this paper. All ideas, analysis, and conclusions are the author's own. The authors carefully reviewed the text and took full responsibility for the final content.

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Data availability statement

Data supporting this study is available from the author upon reasonable request, with restrictions due to confidentiality of participants.

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